

Department of Health and Human Services Headline Measure Review

Uma Ahluwalia, Director
12/11/2009

CountyStat Principles

- **Require Data-Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



Agenda

- **Welcome and introductions**
- **Performance update**
- **Wrap-up and follow-up items**



Meeting Goals

- **Determine the impact of DHHS work on headline measures and establish new performance expectations and goals**



Headline Measures (1 of 2)

A Responsive and Accountable County Government

- Percentage of client cases with multiple services for which effective teamwork is documented
- Percentage of new Requests for Proposals (RFPs) that include performance measures related to beneficial impact and customer satisfaction
- Percentage of DHHS Requests for Proposals (RFPs) that are sent to Procurement by established deadlines
- Percentage of customers identified as needing language assistance that receive linguistically appropriate services

Healthy and Sustainable Communities

- Weighted composite scores and percentage of DHHS client cases that demonstrate beneficial impact from received services
- Providing the uninsured with health care coverage and a regular source of care
This measure is under reconstruction.
- Percent of clients with active infectious tuberculosis who received and were scheduled to complete Directly Observed Therapy who successfully completed the treatment regimen
- New cases of Chlamydia per 100,000 population in Montgomery County
- Percentage of individuals served by the continuum of behavioral health services that demonstrate a higher degree of Social Connectedness and Emotional Wellness as demonstrated by positive outcomes in the domains of housing, quality of life, legal encounter, and employment/education.

This measure was added to represent Behavioral Health and Crisis Services.



Headline Measures (2 of 2)

Safe Streets and Secure Neighborhoods

- Percentage of offenders under age 18 who are diverted to substance abuse education and treatment or mental health treatment programs that do not re-enter the juvenile justice or adult correction system within 12 months of being assessed compliant with requirements

Children Prepared to Live and Learn

- Percentage of Head Start, licensed child care centers and family-based child care students who demonstrate “full readiness” upon entering kindergarten

Vital Living For All of Our Residents

- Job Retention Rate and Earnings Gain Rate for current and former TCA recipients who receive job placement
- Percentage of seniors and adults with disabilities who avoid institutional placement while receiving case management and other support services.

This measure was added to represent Aging and Disability Services.

Affordable Housing in an Inclusive Community

- Percentage of households remaining housed at least 12 months after placement in permanent supportive housing
- Percentage of households that received emergency financial assistance that sought additional assistance for housing stabilization within 12 months



Summary of Major Headline Measure Changes Since 2008 CountyStat Meeting

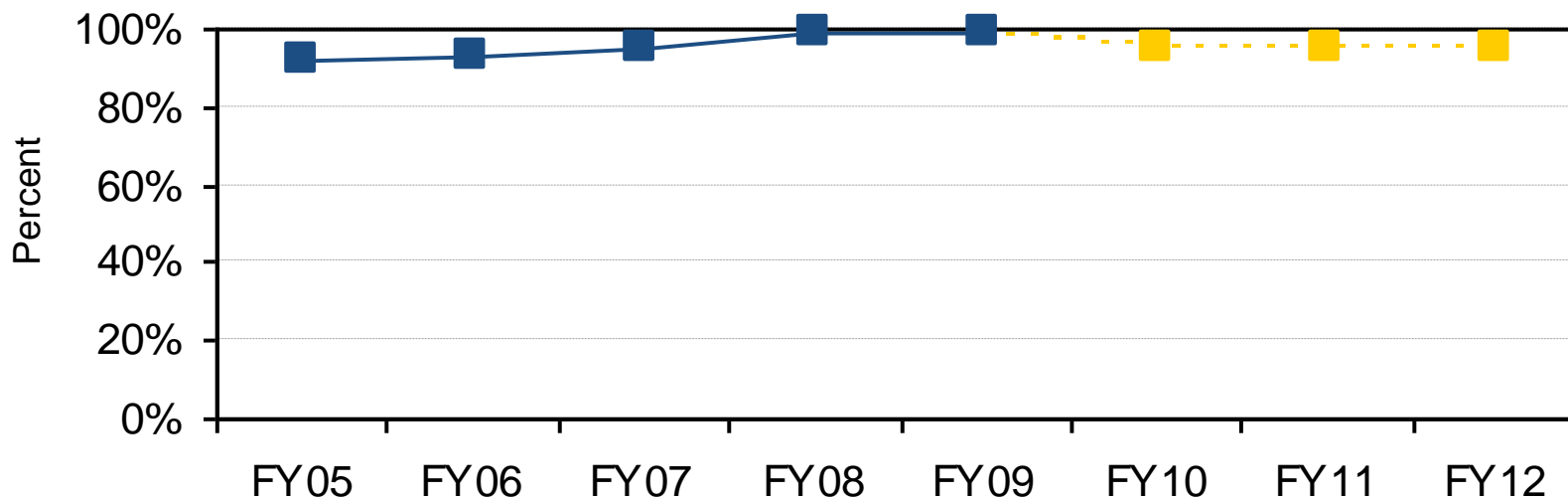
Although results are discussed in this presentation, these Headline Measures are being revised over the next year to better capture DHHS performance.

- **Information and Referral Services**
 - Due to the transition of I&R responsibilities to MC311, this measure will be replaced by a measure of Customer Satisfaction.
- **Providing the Uninsured with Health Care Coverage and a Regular Source of Care**
 - Due to improvements in data on the uninsured, calculations for this measure have substantially changed. It will be necessary to report in a more granular format until enough years of data are available to allow roll-up.
- **Contract Processing**
 - Due to our anticipated continued success with contract processing and increased emphasis on fiscal accountability and transparency, this measure will be replaced with a Contract Monitoring measure.
- **Limited English Proficiency Language Assistance**
 - Due to anticipated new County-wide LEP measures, this measure will be replaced with a broader one aimed at promoting equity and social justice.
- **Behavioral Health and Crisis Services & Aging and Disability Services**
 - 2 measures were added to reflect these two service areas



Headline Measure: Communicable Diseases Control

Percent of clients with active infectious tuberculosis that received and were scheduled to complete Directly Observed Therapy and that successfully completed the treatment regimen



	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12
Percent	92.4%	93%	95%	99%	99%	95%	95%	95%



Actual performance

Projected performance

Performance Context: Benchmarking

Headline Measure: Communicable Diseases Control

Fairfax County Performance Measures, Health Department

Performance Measure	FY06	FY07	FY08	FY09 Estimate	FY10 Estimate
Percent of TB cases discharged completing treatment for TB disease	98%	96%	97%	95%	95%

Prince George's County Performance Measures, Health Department

Performance Measure	FY06	FY07	FY08	FY09 Estimate	FY10 Estimate
Percent of persons completing TB treatment	--	--	95%	95%	95%

In FY08, Montgomery County had a higher percent of persons completing TB treatment.

Source: Fairfax County FY10 Adopted Budget, Dept of Systems Management for Human Services

<http://www.fairfaxcounty.gov/dmb/adopted/fy2010/volume1/00171.pdf>

Prince George's County FY10 Adopted Budget, Health Department

http://www.princegeorgescountymd.gov/Government/AgencyIndex/OMB/proposed_budget_FY2010/Approvedpdfs/humanservices/healthdept.pdf



Performance Context: Indicator-level Benchmarking

Headline Measure: Communicable Diseases Control

TB Cases and Rate Data, 2008

	Montgomery	DC	Frederick	Prince George's	Arlington	Fairfax	Loudoun	Prince William
Total Number of TB Cases	88	54	n/a	68	20	98	18	22
TB Rate (per 100,000)	9.3	9.1	n/a	8.3	9.5	9.3	6.2	5.3

Sources:

District of Columbia Data from 2008, DC Department of Health, HIV/AIDS Administration, Tuberculosis Control Program, Rates per 100,000 (2005-2008)

Maryland Data from 2008 MD DHMH, CHA, EDCP, Rates per 100,000, reported new cases, (1999-2008). The state of Maryland publishes specific information for the 6 high incidence jurisdictions. Data for the remaining 18 jurisdictions are combined to preserve confidentiality through the avoidance of small, potentially identifiable cases counts.

Virginia Data from 2008 Virginia Department of Health Division of Disease Prevention, Rates per 100,000, reported cases, (2004-2008).

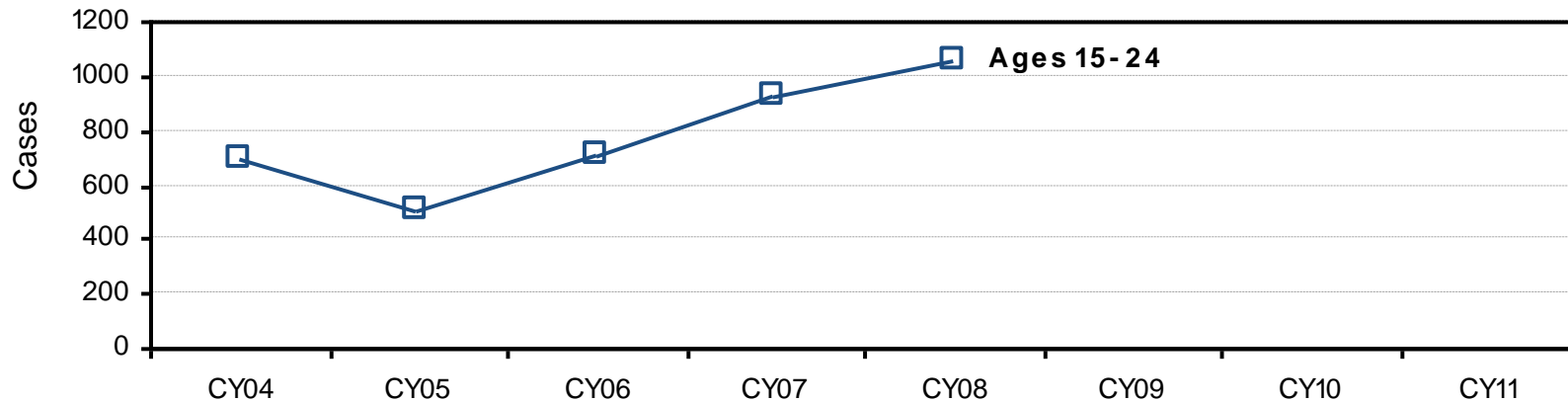
Virginia data are by health district: Fairfax County includes Falls Church City and Fairfax City; and Prince William County includes Manassas City and Manassas Park City.


Metropolitan Washington Council of Governments and the Washington Regional Association of Grantmakers' Health Working Group



Headline Measure: Communicable Diseases Control

New cases of Chlamydia per 100,000 population in Montgomery County
(Ages 15-24)



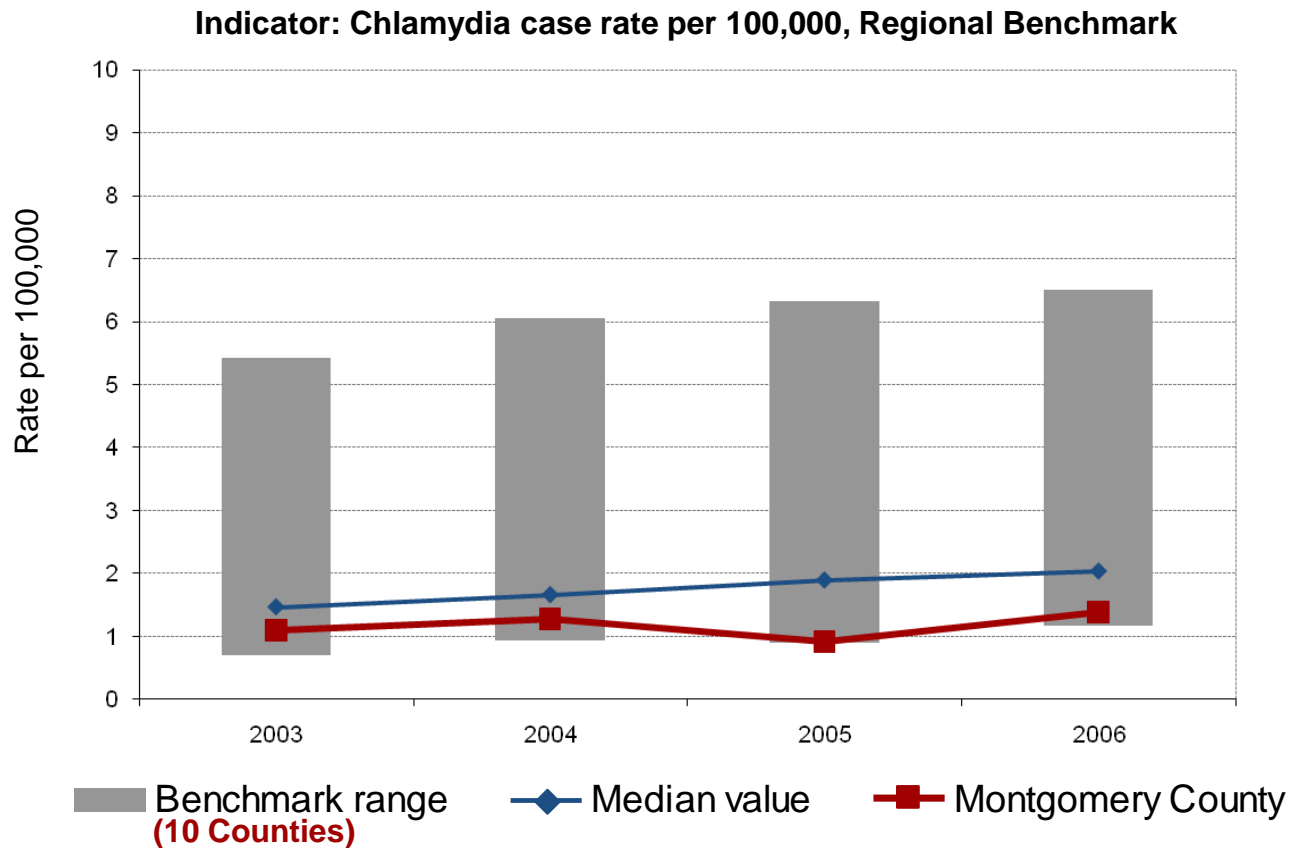
	CY04	CY05	CY06	CY07	CY08	CY09	CY10	CY11
15-24 	696.9	502.2	712.6	930.2	1,052.0			
Percent Change		-27%	42%	30%	13%			
25-34	254	169.3	305.4	411.2	488.4			
35+	20.9	15.6	21.2	24.8	32			
All Ages	124	89.3	134.9	178.3	205.3			

DHHS chooses not to estimate or project because of uncertainty over when case numbers will begin to fall as a result of decreased exposure to the disease resulting from such program activities as community education, screening, and partner notification.



Performance Context: Indicator-level Benchmarking

Headline Measure: Communicable Diseases Control



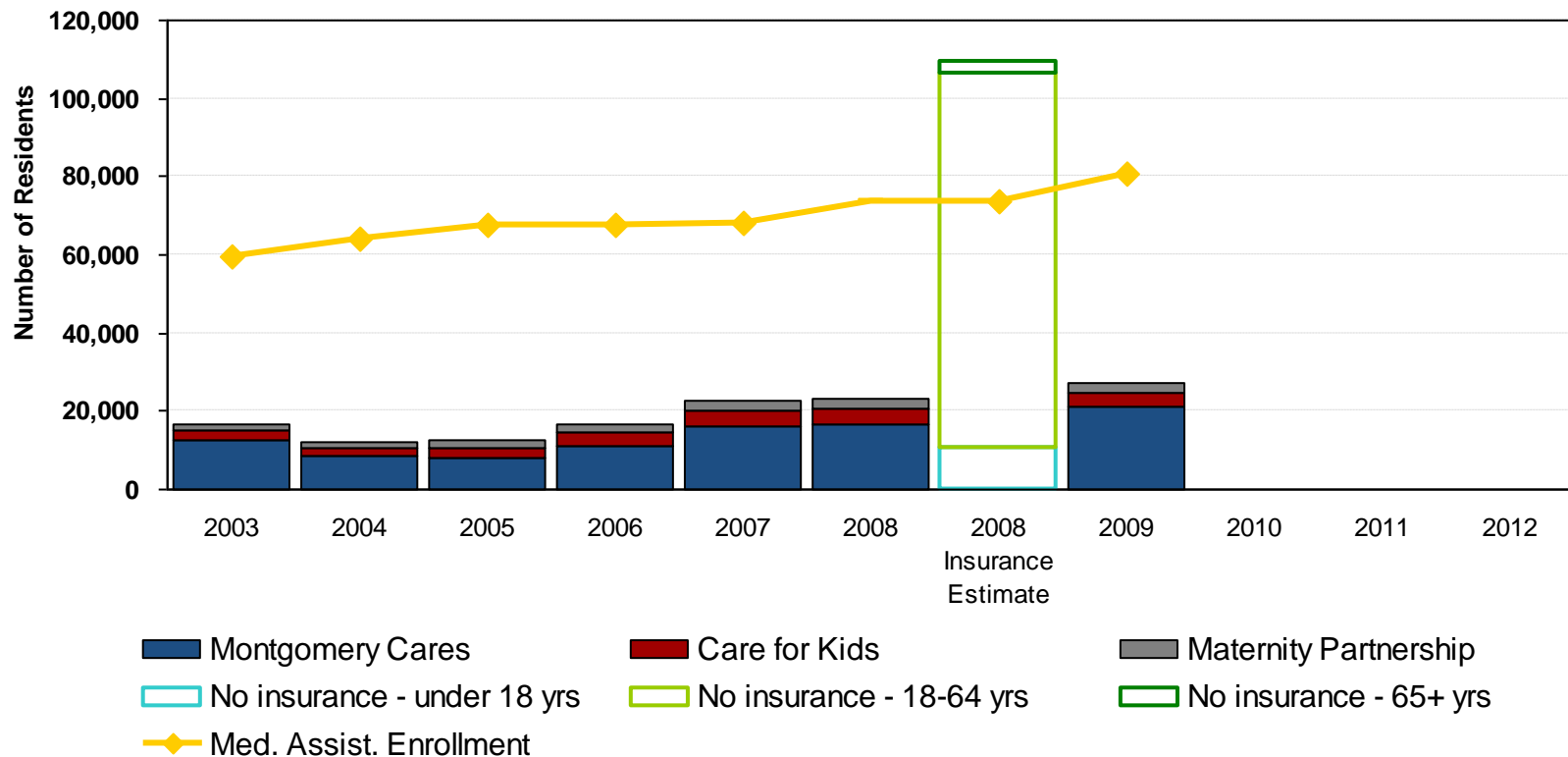
Source: Office of Women's Health, U.S. Health and Human Services; Healthy People 2010; only 2003-2006 data available

Included jurisdictions: Montgomery, Howard, Anne Arundel, Frederick, Prince George's, Fairfax, Arlington, Loudoun, Prince William, District of Columbia



Headline Measure: Providing the Uninsured with Health Care Coverage and a Regular Source of Care

Number of uninsured residents by age (hollow column), enrolled in DHHS Primary or Prenatal Care (solid columns) or Medical Assistance (line)



Note: This measure is under reconstruction.

Headline Measure: Providing the Uninsured with Health Care Coverage and a Regular Source of Care

Number of uninsured residents by age, enrolled in DHHS Primary or Prenatal Care or Medical Assistance

Programs	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Montgomery Cares	12,572	8,480	8,251	11,305	16,065	16,773	21,077			
Care for Kids	2,455	2,153	2,388	3,510	4,277	3,810	3,600			
Maternity Partnerships	1,431	1,596	1,798	1,779	2,323	2,372	2,375			
Medical Assistant Enrollment	59,643	64,162	67,327	67,621	68,123	73,643	80,855			

Uninsured Residents	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Under 18 yrs						10,371				
18-64 yrs						95,771				
65+ yrs						3,102				
Total Uninsured (2008)						109,244				

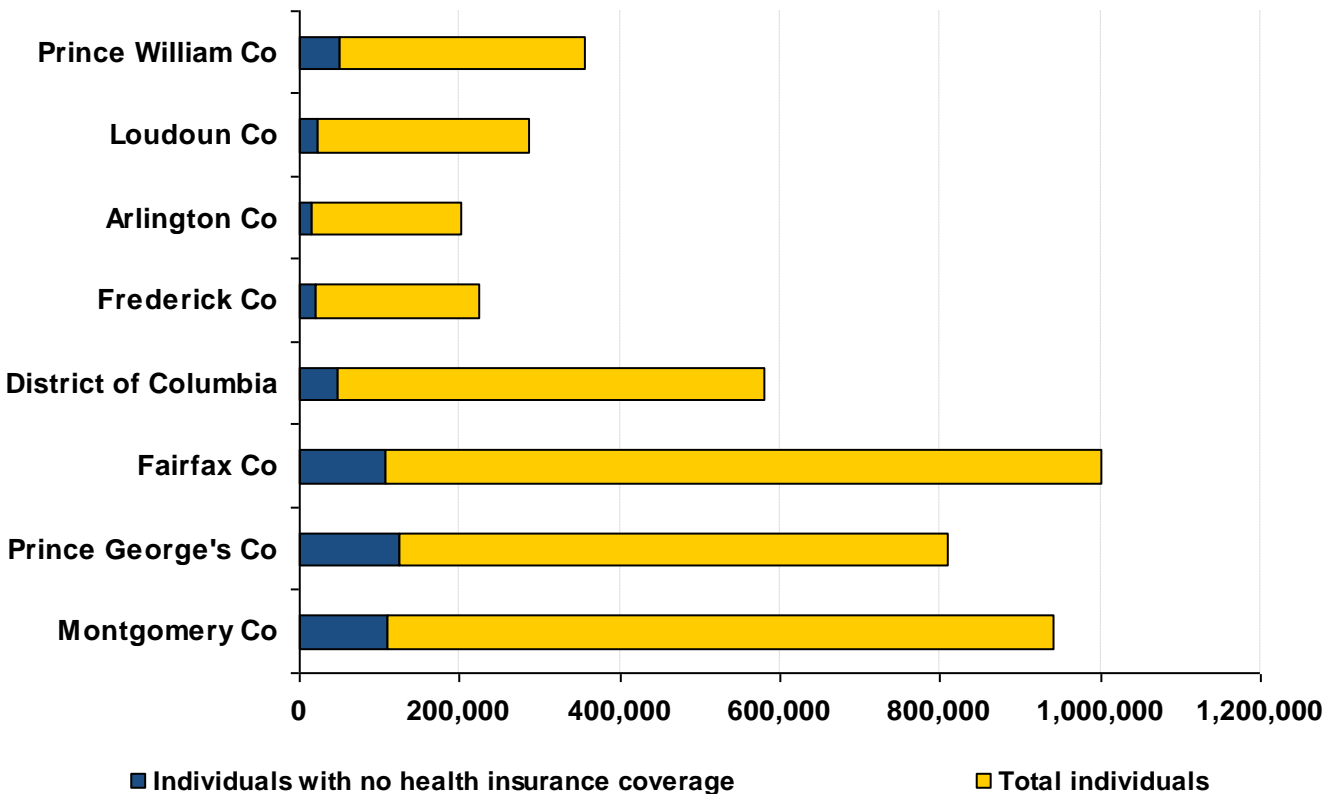


Note: This measure is under reconstruction.

Performance Context: Indicator-level Benchmarking

Headline Measure: Providing the Uninsured with Health Care Coverage and a Regular Source of Care

Uninsured Individuals Compared Across COG Jurisdictions



Jurisdictions	% Uninsured
Prince William Co	14%
Loudoun Co	8%
Arlington Co	8%
Frederick Co	9%
District of Columbia	8%
Prince George's Co	16%
Fairfax Co	11%
Montgomery Co	12%
Median	10%

Source: 2008 American Community Survey 1-Year Estimates

Table: B27001 HEALTH INSURANCE COVERAGE STATUS BY AGE FOR THE CIVILIAN NONINSTITUTIONALIZED POPULATION; Universe: CIVILIAN NONINSTITUTIONALIZED POPULATION



Performance Context: Indicator-level Benchmarking

Headline Measure: Providing the Uninsured with Health Care Coverage and a Regular Source of Care

Adult Prevention Services, CDC Behavioral Risk Factor Surveillance System 2000-2006

		Montgomery	Prince George's	Fairfax	DC	Frederick	Arlington	Loudoun	Prince William	Median
% Reporting Pap Test (1)		87.5	89.5	87.2	87	87.3	86.8	90.3	89.7	87.4
% Reporting Mammography (2)		84.7	83.1	79.8	84.7	80.6	NR	82.6	88.1	83.1
% Reporting Sigmoidoscopy (3)		56.2	57.4	60.1	54.5	49.9	NR	58.5	55.6	56.2
% Reporting Vaccination (4)	Pneumonia	66	59.5	NR	50.3	71	NR	NR	NR	62.8
	Flu	75.1	58.7	72.8	58	73.2	NR	NR	NR	72.8

(1) Percent of females aged 18 years and older who have had a Pap test within the past 3 years. A Pap test detects abnormal changes in cervical cells that may lead to cancer.

(2) Percentage of females aged 50 years and older who have had a mammogram within the past two years

(3) Percentage of adults aged 50 years and older who have ever had a proctoscopic exam. This type of exam uses a flexible scope to detect polyps (noncancerous tumors) and cancerous tumors in the colon and rectum

(4) Pneumonia: Percentage of adults aged 65 years and older who have ever had a pneumonia vaccination. Pneumonia is a leading cause of death among older Americans. Flu: Percentage of adults aged 65 years and older who have had a flu shot within the past year
nr=No report: numbers too small.

Source: Center for Disease Control, BRFSS 2000-2006

Metropolitan Washington Council of Governments and the Washington Regional Association of Grantmakers' Health Working Group



Performance Context: Indicator-level Benchmarking

Headline Measure: Providing the Uninsured with Health Care Coverage and a Regular Source of Care

Summary of Health Status Compared Across COG Jurisdictions, 2003 & 2008

	Year	Very low birth weight	Low birth weight	No care in first trimester	Infant mortality
Montgomery	2003	1.40%	7.50%	16%	5.1**
	2008	1.40%	7.90%	3%	5.6
	Change	0	+0.40%	-13%	0
Fairfax*	2003	1.10%	6.50%	15%	4.7
	2008	1.10%	6.90%		3.7
	Change	0	+0.40%		-1.00
Prince George's*	2003	2.60%	10.50%	24%	11.9
	2008	2.60%	10.60%	9%	10.9
	Change	0	+0.10%	-15.00%	-1.00
Frederick	2003	1.10%	6.20%	18%	4.7
	2008	1.50%	8.00%	3%	8.4
	Change	+0.40%	+1.80%	-15.00%	+3.70
Arlington	2003	1.10%	6.20%	23%	4.2
	2008	1.10%	7.00%		3.8
	Change	0	+0.80%		- 0.40
Loudoun	2003	1.20%	6.50%	8%	4.2
	2008	1.20%	7.60%		3.4
	Change	0	+1.10%		-0.80
Prince William	2003	1.40%	6.90%	18%	6.8
	2008	1.40%	7.90%		5.8
	Change	0	+1.00%		-1.00



****Note:** Montgomery County infant mortality rate has been corrected using state data in lieu of the CHSI Report. All other 2003 data points are from the CHSI.

Source: Community Health Status Indicator Reports, Metropolitan Washington Council of Governments and the Washington Regional Association of Grantmakers' Health Working Group. UPDATES provided By: <http://www.vdh.virginia.gov/healthstats/stats.htm> for Virginia Counties and <http://vsa.maryland.gov/doc/08annual.pdf> for Maryland Counties.



Performance Context: Indicator-level Benchmarking

Headline Measure: Providing the Uninsured with Health Care Coverage and a Regular Source of Care

Summary of Health Status Compared Across COG Jurisdictions, 2003 & 2008

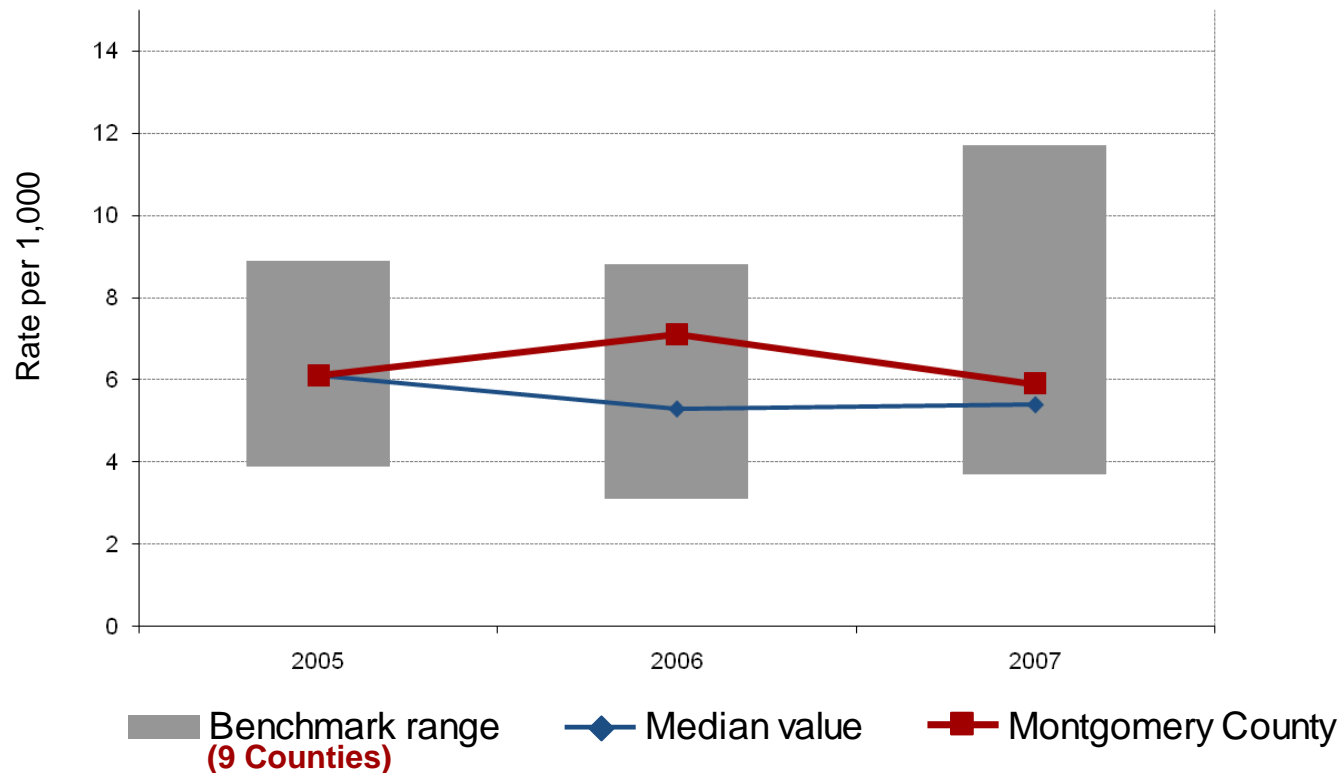
	Year	Breast cancer	Colon cancer	Coronary heart disease	Lung cancer	Stroke	Suicide
Montgomery	2003	22.2	13.1	122.8	31.4	41	5.6
	2008			137		30.2	6.5
	Change			+14.20		-10.80	+0.90
Fairfax	2003	24.9	16	92.5	37.2	46.3	7.3
	2008	24	14.4	130.2	37.5	32	8.4
	Change	- 0.90	-1.60	+37.70	+0.30	-14.30	+1.10
Prince George's	2003	31.3	24.2	217.8	54.5	56	7.6
	2008			232.2		37.1	6
	Change			+14.40		-18.90	-1.60
Frederick	2003	21.8	22	197.9	47.1	67.7	11.8
	2008			193.6		46	10.2
	Change			- 4.30		- 21.70	-1.60
Arlington	2003	29.8	13.6	95.1	38.1	37.3	7.6
	2008	25.4	13.3	102.2	37.8	35.2	12
	Change	-4.40	-0.30	+7.10	- 0.30	- 2.10	+4.40
Loudoun	2003	29	15.5	116.5	53.8	54.7	10.2
	2008	26.2	17.7	146.7	42.8	36.2	6.6
	Change	- 2.80	+2.20	+30.20	-11.00	-18.50	-3.60
Prince William	2003	26.9	15.9	125.6	50.4	46.7	7.8
	2008	27.9	16.8	164.6	50.1	42.6	12.2
	Change	+1.00	-0.90	+39.00	-0.30	-4.10	+4.40



Performance Context: Indicator-level Benchmarking

Headline Measure: Providing the Uninsured with Health Care Coverage and a Regular Source of Care

Indicator: Infant mortality rate, Regional Benchmark



More recent data on infant mortality indicates improvement in this indicator.

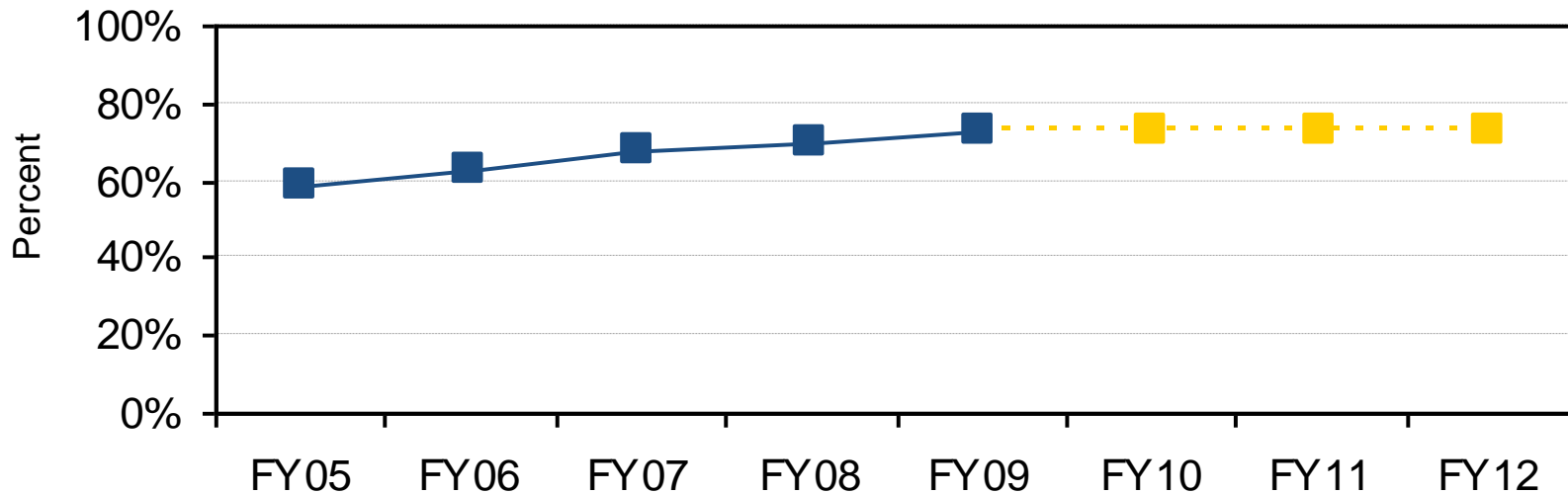
Source: State departments of health

Included counties: Montgomery, Howard, Anne Arundel, Frederick, Prince George's, Fairfax, Arlington, Loudoun, Prince William



Headline Measure: Early Childhood Services and Programs

Percentage of Head Start, licensed child care centers and family-based child care students who demonstrate “full readiness” upon entering kindergarten



FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12
59%	63%	68%	70%	73%	73%	73%	73%



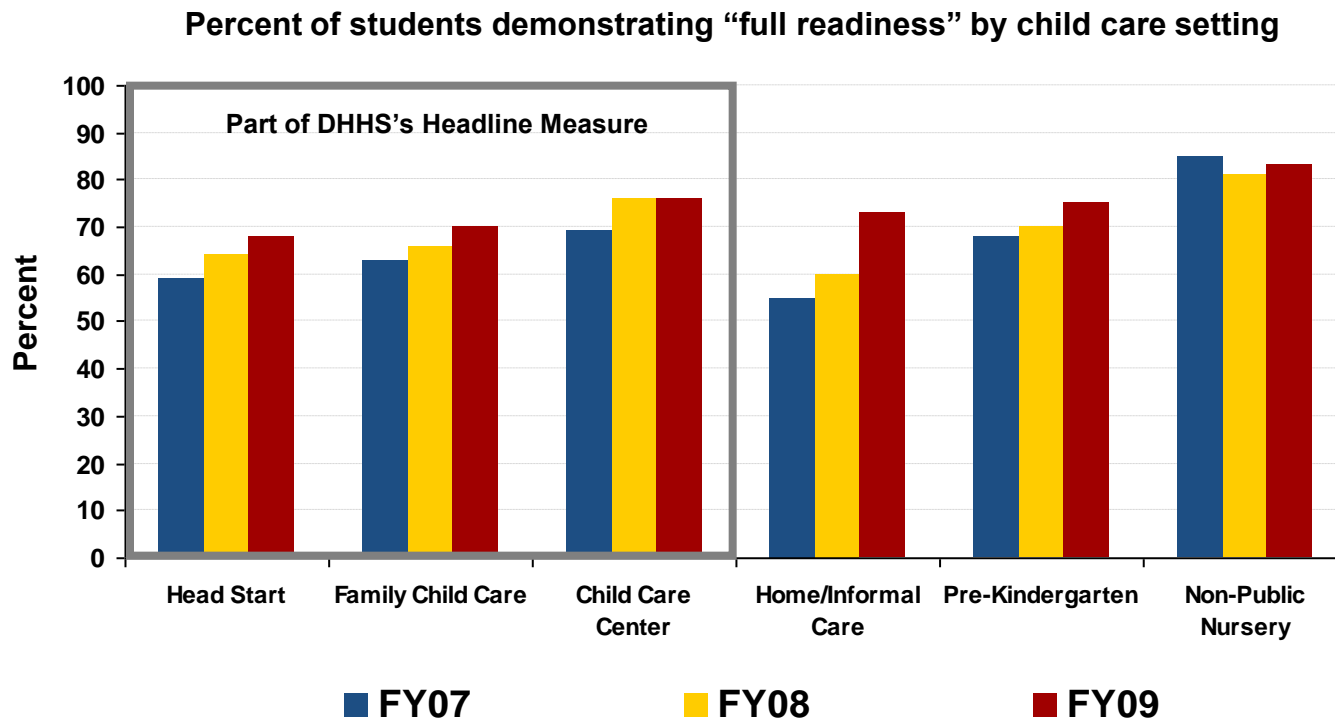
Actual performance

Projected performance

Performance Context: Operational Data

Headline Measure: Early Childhood Services and Programs

Percentage of Head Start, licensed child care centers and family-based child care students who demonstrate “full readiness” upon entering kindergarten



Performance Context: Benchmarking

Headline Measure: Early Childhood Services and Programs

Students entering kindergarten fully prepared for learning

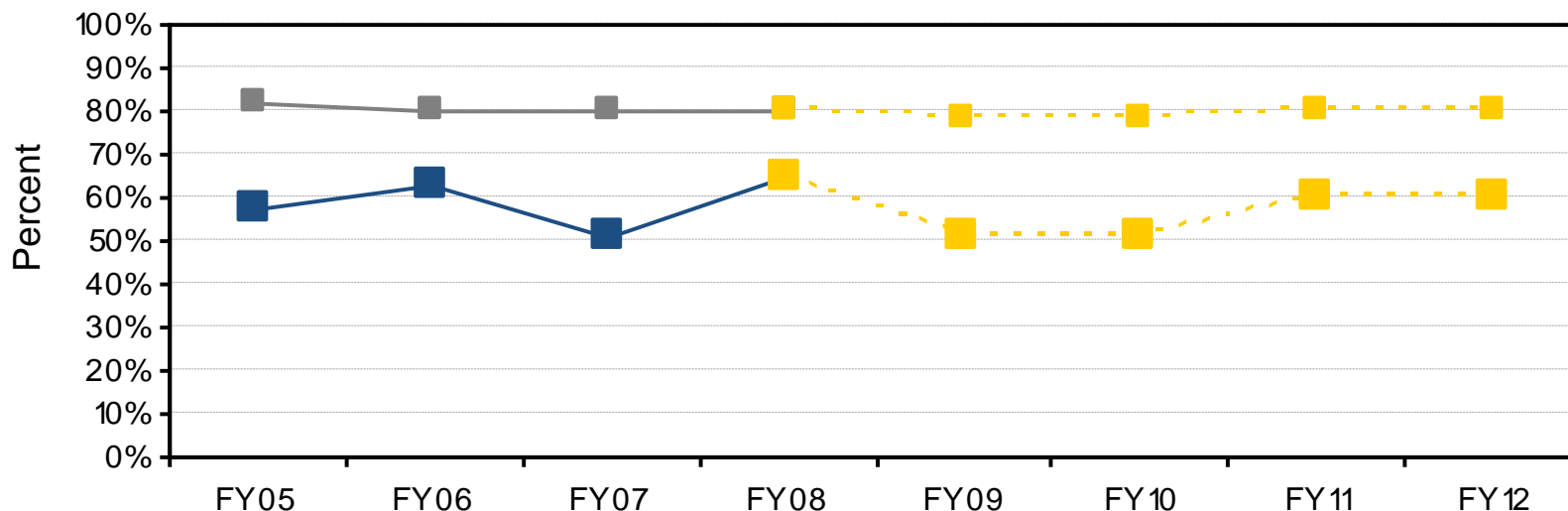
Maryland Jurisdiction	Percent of Students 2007- 08	Percent of Students 2008-09	Change
Montgomery County	70	73	+3
Prince George's County	62	71	+9
Frederick County	76	77	+1
Howard County	76	76	0
MARYLAND	68	73	+5



Source: *Children Entering School Ready to Learn—School Readiness Information for School Year 2008-2009*, a report by MSDE's Division of Early Childhood Development

Headline Measure: Employment Related Services

Job Retention Rate and Earnings Gain Rate for current and former Temporary Cash Assistance (TCA) recipients who receive job placement



	FY05	FY06	FY07	FY08	FY09	FY10	FY11	FY12
Earnings Gain	57%	63%	51%	65% (1/2 yr)	51%	51%	60%	60%
Job Retention	82%	80%	80%	80% (1/2 yr)	78%	78%	80%	80%

Note: This headline measure has a lag in data reporting.



Earnings Gain
Actual Performance

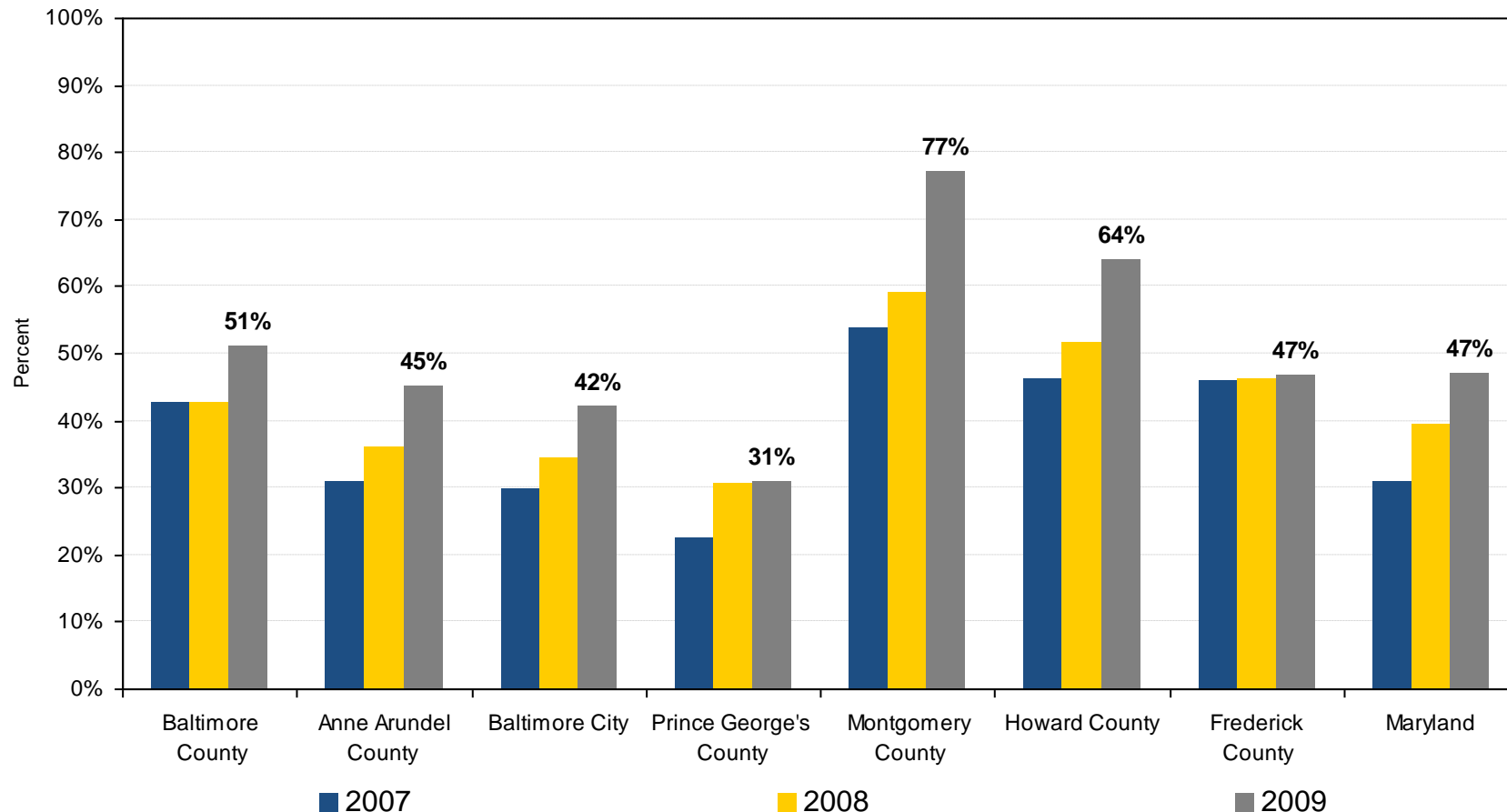
Job Retention
Actual performance

Projected
performance

Headline Measure: Employment Related Services

Comparison of Temporary Cash Assistance (TCA) Performance Data in Maryland Counties

Work Participation Rate (2007-2009): TCA Recipients

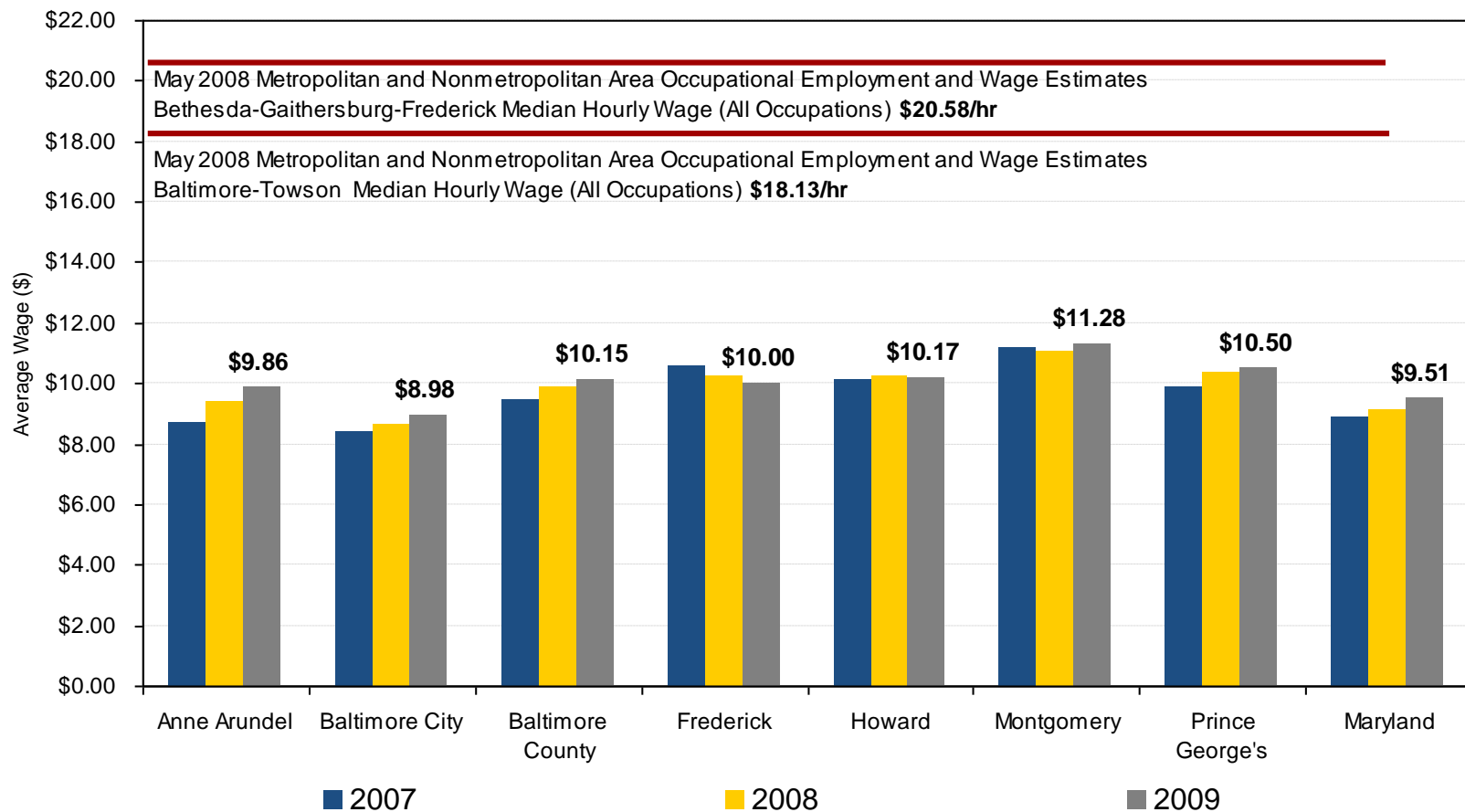


Source: Data provided by DHHS program staff

Headline Measure: Employment Related Services

Comparison of Temporary Cash Assistance (TCA) Performance Data in Maryland Counties

Average Wage (2007-2009): TCA Recipients

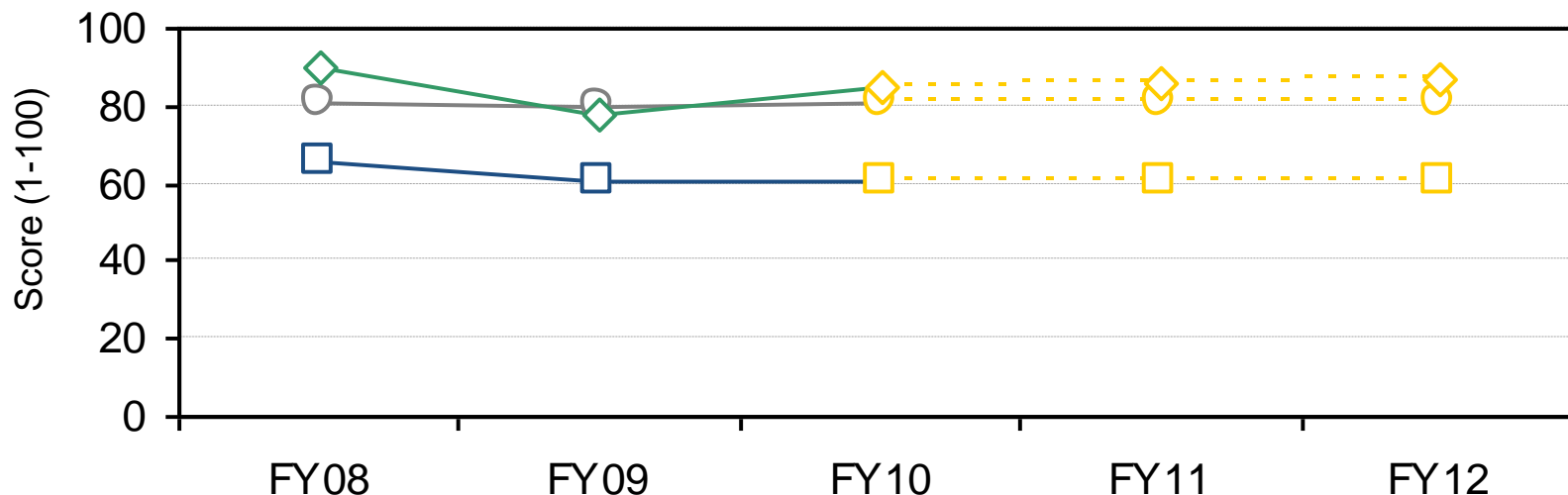


Source: Data provided by DHHS program staff

Occupational Employment and Wage Estimates provided by the Bureau of Labor Statistics

Headline Measure: Direct DHHS Services

Quantitative Component: Weighted composite scores of DHHS client cases that demonstrate beneficial impact from received services (1-100 scale)



Domain		FY08	FY09	FY10	FY11	FY12
Improved health & wellness	□	65.2	61	61	61	61
Greater independence	○	80.9	80	81	81	82
Risk mitigation	◇	89.8	78.1*	85	86	87

**Note: Risk Mitigation number rises to 83.4 when using the slightly modified program mix that better reflects the Department's impact and that will be used in future calculations.*



Performance Context: Operational Data

Headline Measure: Direct DHHS Services

Programs contributing data used in the calculation of the Headline Measure, and the domain(s)* in which the data were applied

- **Aging and Disabilities Services**
 - Case Management (GI)
 - Developmental Disabilities Supplement – Resident and Day (GI)
 - In Home Aide (GI)
- **Behavioral Health and Crisis Services**
 - Adult Behavioral Health (GI, IH)
 - Child and Adolescent Mental Health (GI, IH)
 - Crisis Center (RM)
 - Outpatient Addiction Services (GI, IH)
 - Victims Assistance and Sexual Assault (**new**) (RM)
- **Children, Youth and Family Services**
 - Child Welfare (RM)
 - Linkages to Learning (GI, RM, IH)
- **Public Health Services**
 - Montgomery Cares (IH)
 - Women’s Health (IH)
 - School-based Health Centers (IH)
- **Special Needs Housing**
 - Shelter Services (GI)
- **Office of Community Affairs**
 - African American Health (GI, IH)
 - Asian American Health (IH)
 - Latino Health (IH)

*Domains: Improved health & wellness (IH); Greater Independence (GI); Risk Mitigation (RM)



Source: DHHS

Performance Context: Operational Data

Headline Measure: Direct DHHS Services

Qualitative Component: Percentage of DHHS client cases that demonstrate beneficial impact from received services, with number of cases reviewed by Service Area

Service Area	June FY08	FY09	October FY10
Aging and Disabilities Services	2 cases	16 cases	2 cases
Behavioral Health and Crisis Services	2 cases	14 cases	2 cases
Children, Youth and Family Services	4 cases	4 cases	5 cases
Public Health Services	1 case	4 cases	2 cases
Special Needs Housing	1 case	6 cases	3 cases
Total	80%	89%	100%

Cases considered as showing “beneficial impact” are those that received a rating of 4-6 (on a 6 point scale), based on the consensus judgment of two reviewers after evaluating client status and system performance across 16 defined indicators.

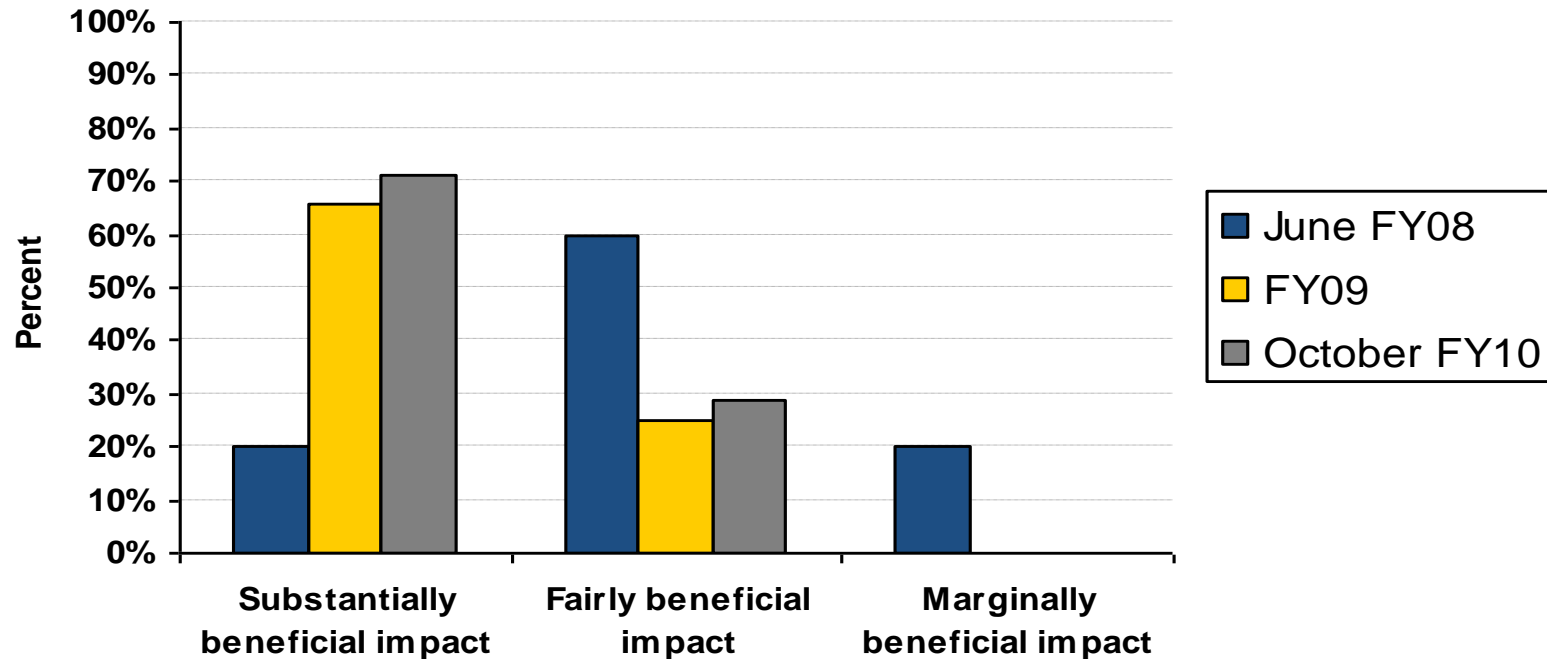


Source: DHHS

Performance Context: Operational Data

Headline Measure: Direct DHHS Services

Percent of QSR Cases Rated as Acceptable



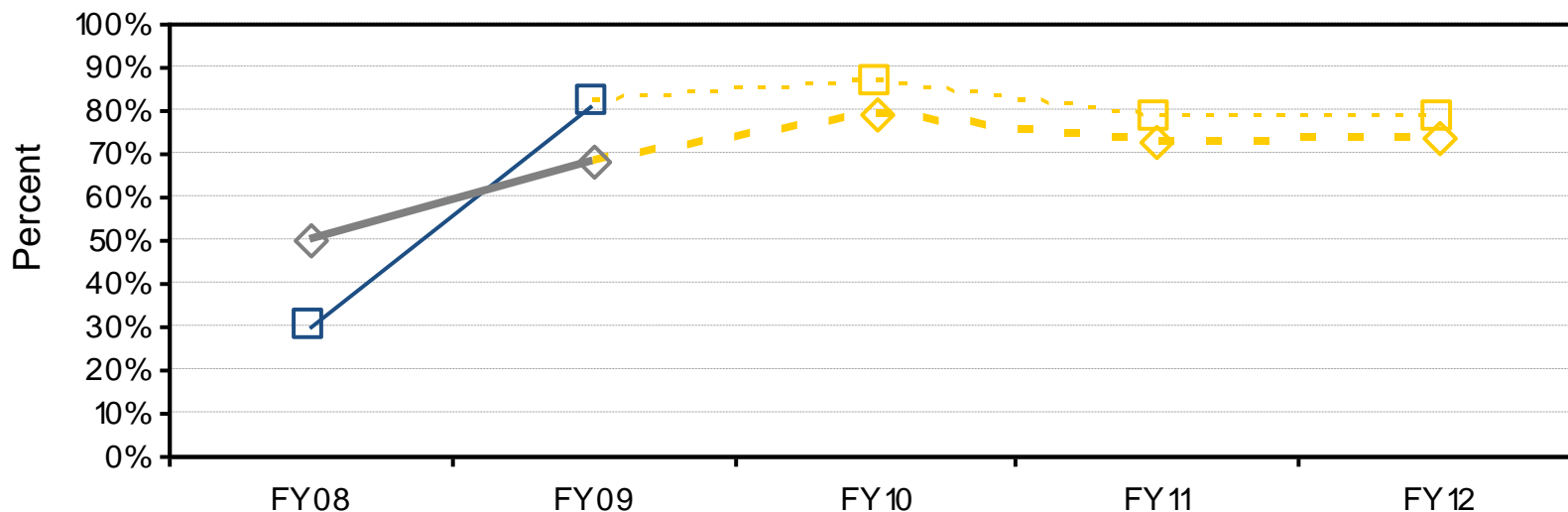
Degrees of beneficial impact are determined by a rating of 6, 5, or 4 on a 6 point scale, based on the consensus judgment of two reviewers after evaluating client status and system performance across 16 defined indicators.





Source: DHHS

Headline Measure: Team-based Case Management

Percentage of client cases with multiple services for which effective teamwork is documented



	FY08 Cases Reviewed: 10	FY09 Cases Reviewed: 44	FY10	FY11	FY12
Team Functioning 	50%	68%	79%	73%	74%
Team Formation 	30%	82%	86%	78%	78%

 Projected performance



Performance Context: Operational Data

Headline Measure: Team-based Case Management

Breakdown of Active Cases Receiving Multiple Services

Number of Services	Number of Clients		
	FY08	FY09	Change
2	19,834	23,329	+3,495
3	7,163	8,853	+1,690
4	2,157	2,943	+786
5	670	1,016	+346
6	168	328	+160
7	54	90	+36
8	8	3	-5
9	6	1	-5
Total	30,060	36,316	+6,256

DHHS serves approximately 70,000 clients on an unduplicated basis. Over 50% of those clients receive more than one service from the department.

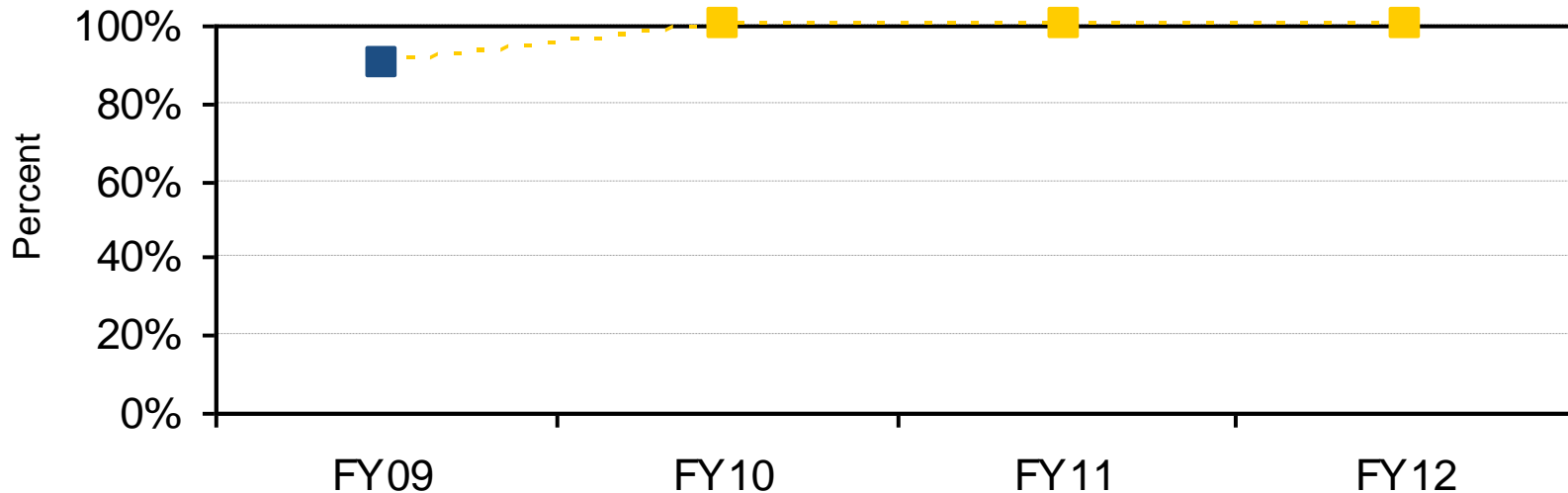


Source: DHHS Performance Plan

http://www.montgomerycountymd.gov/content/exec/stat/pdfs/hhs_performance_plan_2009.pdf

Headline Measure: Contracted Services Performance Measurement

Percentage of new Requests for Proposals (RFPs) that include performance measures related to beneficial impact and customer satisfaction



FY09	FY10	FY11	FY12
90%	100%	100%	100%

Actual performance

Projected performance



Performance Context: Benchmarking

Headline Measures: Contract Processing/ Contracted Services Performance Measurement

Fairfax County Performance Measures, Dept of Administration of Human Services

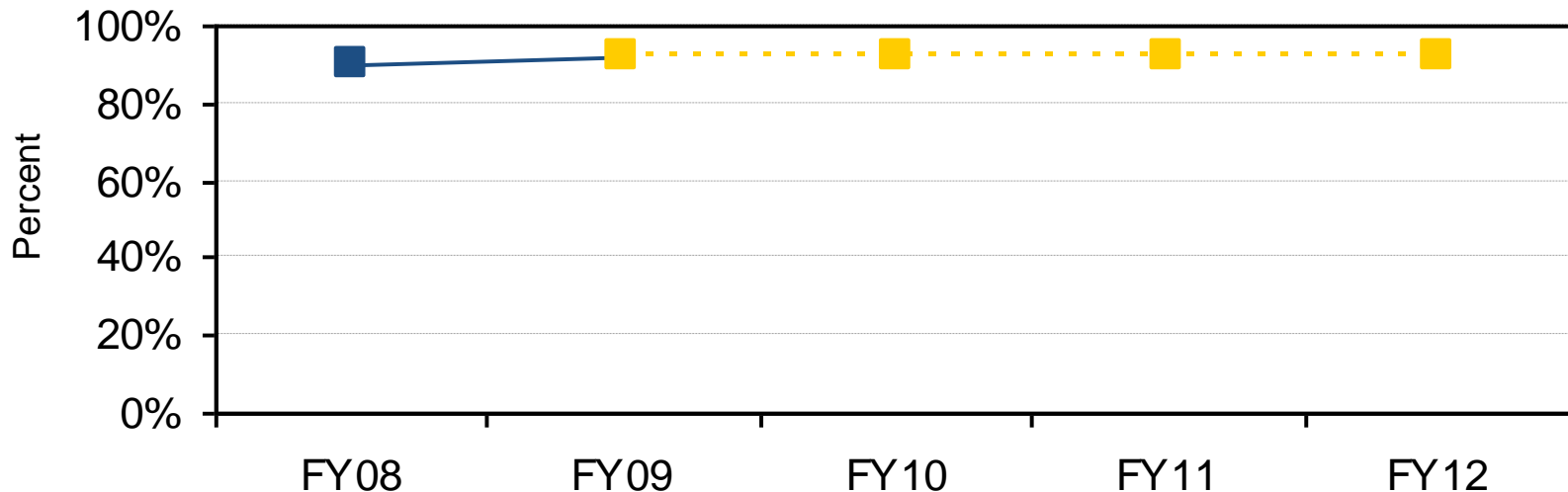
Performance Measure	FY06	FY07	FY08	FY09 Estimate	FY10 Estimate
Percent of new contract awards completed within original timeframe	89%	89%	91%	93%	90%
Percent of contract renewals, extensions and amendments completed within original timeframe	84%	87%	88%	88%	88%
Percent of contracts in compliance with at least 90% of contract terms and performance provisions	92%	91%	93%	93%	93%



Source: Fairfax County FY10 Adopted Budget, Dept of Administration of Human Services
<http://www.fairfaxcounty.gov/dmb/adopted/fy2010/volume1/00168.pdf>

Headline Measure: Juvenile Justice Assessments, Screenings and Referrals

Percentage of offenders under age 18 who are diverted to substance abuse education and treatment or mental health treatment programs that do not re-enter the juvenile justice or adult correction system within 12 months of being assessed compliant with requirements



FY08	FY09 (est.)	FY10	FY11	FY12
90%	92%	92%	92%	92%

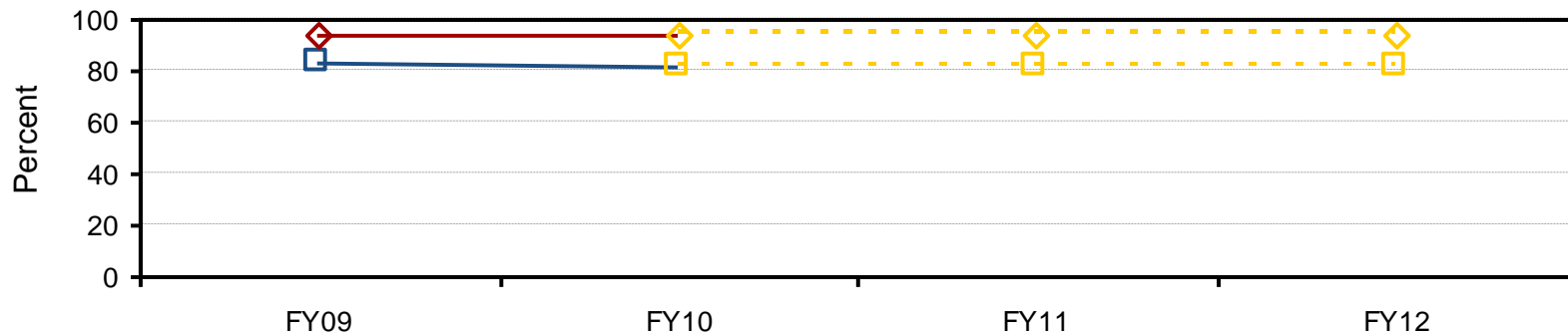
Actual performance

Projected performance



Headline Measure: Social Connectedness and Emotional Wellness

Percentage of individuals served by the continuum of behavioral health services that demonstrate a higher degree of Social Connectedness and Emotional Wellness as demonstrated by positive outcomes in the domains of housing, quality of life, legal encounter, and employment/education



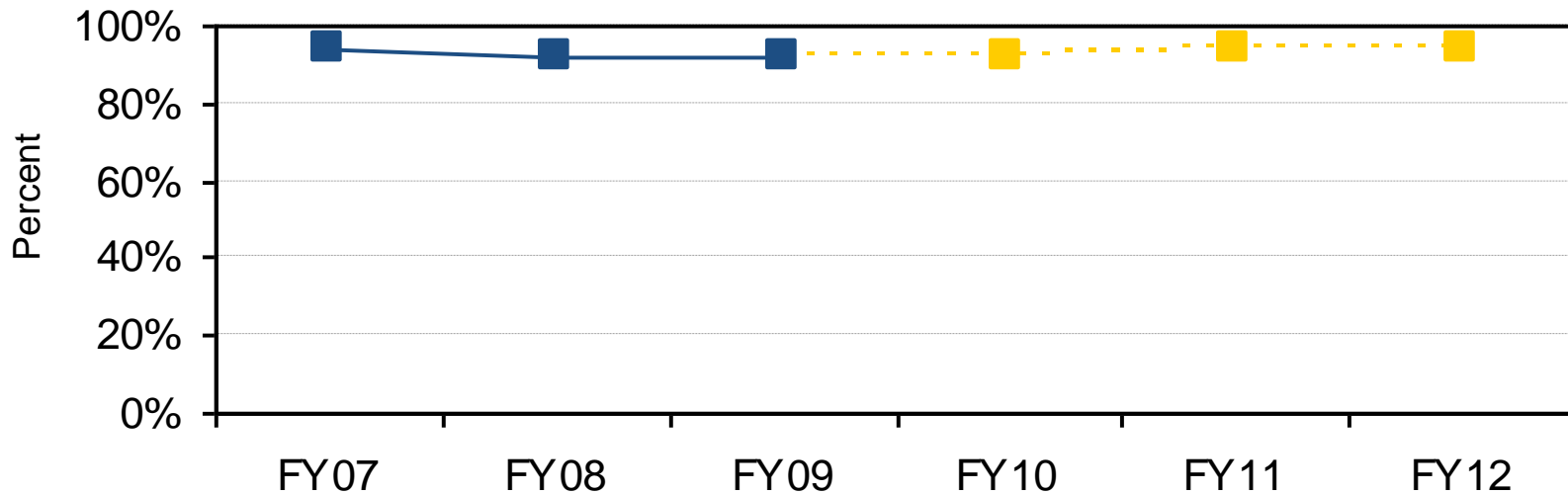
		FY09	FY10	FY11	FY12
Adults	□	82.8	82.3	82.3	82.3
Children	◇	94.0	93.5	93.5	93.5

FY09 data will set the baseline for this measure. It will be derived from submeasures of: housing, quality of life, legal encounters, employment (for adult clients) or education (for child and adolescent clients).



Headline Measure: Maintaining Independence in the Community

Percentage of seniors and adults with disabilities who avoid institutional placement while receiving case management and other support services



	FY07	FY08	FY09	FY10	FY11	FY12
Percent	94.4%	92.3%	91.6%	92%	94%	94%



Actual performance

Projected performance

Headline Measure: Maintaining Independence in the Community

Fairfax County Performance Measures, Dept of Family Services, Adult & Aging Services

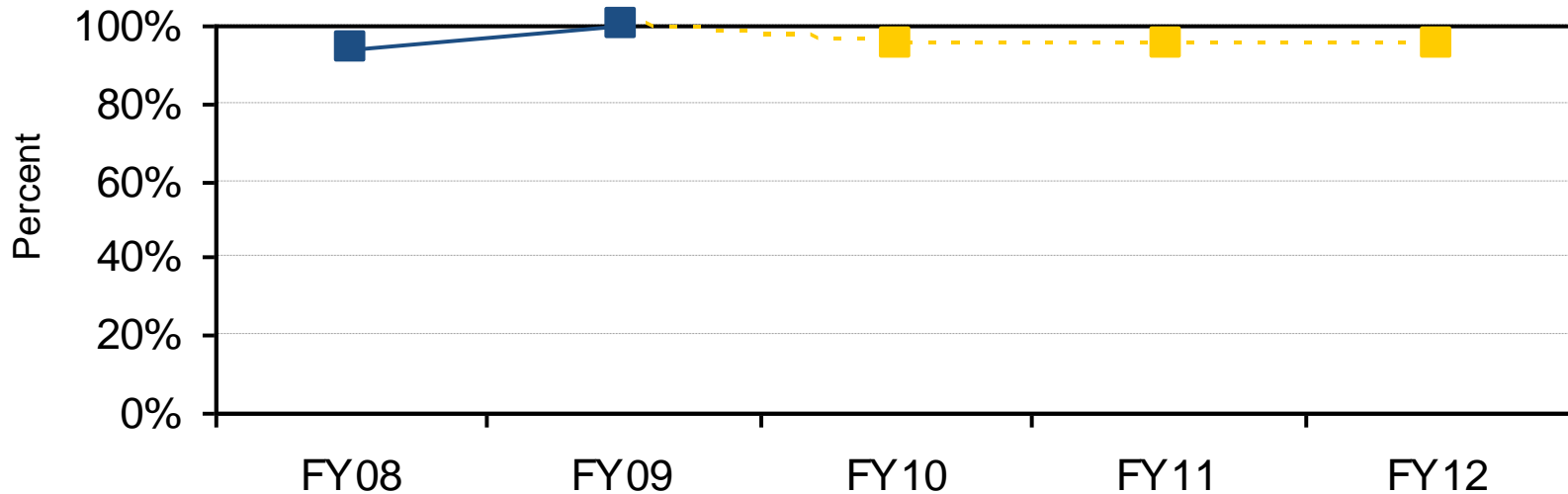
Performance Measure	FY06	FY07	FY08	FY09 Estimate	FY10 Estimate
Percent of clients who reside in their homes after one year of service	85%	87%	84%	80%	80%
Percent of clients who remain in the community after one year of service	97%	98%	94%	95%	95%



Source: Fairfax County FY10 Adopted Budget, Dept of Family Services
<http://www.fairfaxcounty.gov/dmb/adopted/fy2010/volume1/00167.pdf>

Headline Measure: Housing Services

Percentage of households remaining housed at least 12 months after placement in permanent supportive housing



	FY08	FY09	FY10	FY11	FY12
Percent	94%	99.5%	95%	95%	95%

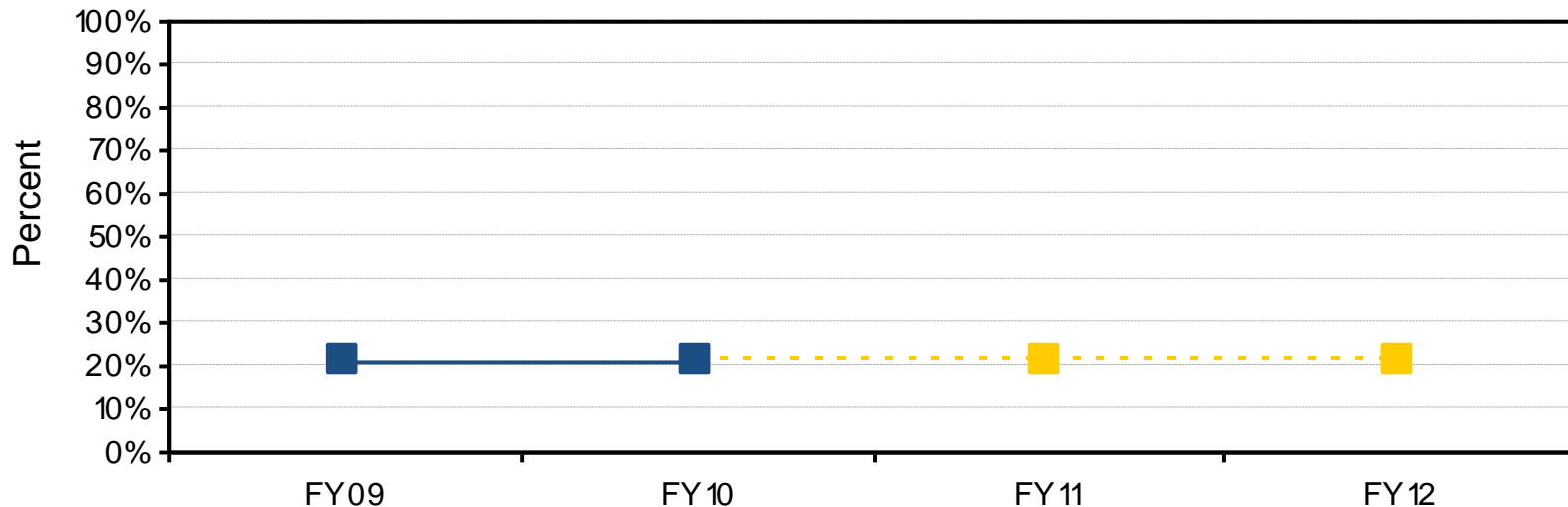


Actual performance

Projected performance

Headline Measure: Housing Services

Percentage of households that received emergency financial assistance that sought additional assistance for housing stabilization within 12 months



	FY08	FY09	FY10	FY11	FY12
Percent	Under Construction	21%	21%	21%	21%



Actual performance

Projected performance

Tracking Our Progress

- **Meeting Goals:**
 - Determine the impact of HHS's work on headline measures and establish new performance expectations and goals
- **How will we measure success**
 - Department meets or exceeds projected performance



Wrap-up

- Items for follow-up

